

**CITIZENS'
ECONOMY
EFFICIENCY
COMMISSION**
LOS ANGELES COUNTY
Est. 1964

Chair

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Vice Chair

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February 11, 2010

Chair Emeritus

Robert H. Philibosian

To: Supervisor Gloria Molina, Chair
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

Commissioners

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Bradley H. Mindlin

Adam Murray

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Roman Padilla

William J. Petak

Janice Kamenir-Reznik

Solon C. Soteras

From: Edward Eng 
Executive Director

**CIVIL SERVICE SYSTEM REVIEW STATUS REPORT (RESPONSE TO ITEM 14,
CONSENT AGENDA OF NOVEMBER 24, 2009)**

At the Board of Supervisors (Board) meeting of November 24, 2009, your Board approved Supervisor Antonovich's motion (attachment 1) directing the Economy and Efficiency Commission (Commission) to work with stakeholders to review the current Civil Service System and recommend ways to improve its efficiencies.

This memo provides a brief summary of the actions taken on this project as well as the next steps that will be taken to implement the study. A more detailed Scope of Work is attached (attachment 2) to this memo on the methodology that will be followed in completing the report.

ACTIONS TAKEN TO COMPLETE THE REPORT

- Formed Commission Task Force;
- Interviewed key internal and external stakeholders;
- Reviewed published articles and studies on the subject; and
- Developed Scope of Work document (attached).

NEXT STEPS AND PROJECTED TIMELINE IN COMPLETING THE REPORT

- By May 2010, complete interviewing and surveying additional key stakeholders across diverse functions and classes;
- By June 2010, finish compiling and reviewing reform efforts from external jurisdictions;

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- By August 2020, conclude evaluating past reform efforts within Los Angeles County;
- By November 2010, finalize analysis of data and findings, and developing recommendations for implementation.
- By December 2010, submit final report to Board for consideration.

If you have any questions regarding this memo, please feel free to contact me at (213) 974-1491.

cc: Chief Executive Office
Executive Office, Board of Supervisors
Chief Deputies, Board Offices
Commissioners, Economy and Efficiency
Commission Staff, Economy and Efficiency

ATTACHMENT 1



STATEMENT OF PROCEEDINGS FOR THE
REGULAR MEETING OF THE BOARD OF SUPERVISORS
OF THE COUNTY OF LOS ANGELES HELD IN ROOM 381B
OF THE KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, LOS ANGELES, CALIFORNIA 90012

Tuesday, November 24, 2009

9:30 AM

14. Recommendation: Approve introduction of ordinance to delete one non-represented classification; and adding, deleting, and/or changing certain classifications and numbers of ordinance positions in the Departments of Children and Family Services, Community and Senior Services, District Attorney, and Public Library, to implement results of classification studies in various departments, and to make a technical correction. (Continued from meeting of 11-17-09) (Relates to Agenda No. 21) (09-2545)

Ellen Sandt, Deputy Chief Executive Officer, and Steve Masterson, Manager, Classification and Compensation, Chief Executive Office, responded to questions posed by the Board.

Supervisor Antonovich made a motion to request that the Citizen's Economy and Efficiency Commission work with stakeholders in a review of the current Civil Service System and Human Resource Management practices, to recommend ways to improve efficiencies in our system and report back to the Board in 90 days.

On motion of Supervisor Antonovich, seconded by Supervisor Knabe, the Board approved the Chief Executive Officer's recommendation; and requested that the Citizen's Economy and Efficiency Commission work with stakeholders in a review of the current Civil Service System and Human Resource Management practices, to recommend ways to improve efficiencies in our system and report back to the Board in 90 days.

Ayes: 5 - Supervisor Molina, Supervisor Ridley-Thomas, Supervisor Yaroslavsky, Supervisor Antonovich and Supervisor Knabe

Attachments:

[Board Letter](#)
[Report](#)
[Video](#)
[Audio](#)

The foregoing is a fair statement of the proceedings of the regular meeting held November 24, 2009, by the Board of Supervisors of the County of Los Angeles and ex officio the governing body of all other special assessment and taxing districts, agencies and authorities for which said Board so acts.

Sachi A. Hamai, Executive Officer
Executive Officer-Clerk
of the Board of Supervisors

By



Sachi A. Hamai
Executive Officer

ATTACHMENT 2

Economy and Efficiency Commission Civil Service System Review Task Force

Scope of Work

The Civil Service system has been politically and culturally entrenched as a governance system in federal, state and municipal organizations for more than 50 years. Based on preliminary discussions with interested parties, it appears that the Civil Service system in Los Angeles County in its current form, has become overly bureaucratic, regulated, and unresponsive to the operational needs of the County.

The Economy and Efficiency Commission has been asked to review the civil service system in Los Angeles County and examine ways in which the system can be improved to operate more efficiently and effectively. The purpose of this study is to identify key areas of concern and highlight opportunities for improving the current system without compromising the fundamental principle for civil service.

OBJECTIVES

Phase 1: In terms of effective and efficient operation of County government, a preliminary analysis will cover the following issues:

- Identification of major areas where the civil service system is in urgent need of reform.
- Identification of specific issues which, if modified, could have the greatest immediate impact on improving County operations.

Phase 2: Upon completion of this preliminary analysis, the Task Force will provide recommendations of areas for in-depth study that have the potential for substantive improvement in the operation of the Los Angeles County civil service system.

METHODOLOGY

I. Survey Key Stakeholders

A survey will be aimed at identifying current and continuing issues and recommended solutions or improvements. Interviews will be conducted with:

- Department heads;
- Departmental HR executives;
- DHR;
- County Counsel;
- CEO's office;
- Union representatives;
- other representation units;
- Civil Service Commission; and
- Civil Service Hearing Officers.

II. Develop a broad understanding and perspective about civil service reforms by examining reform efforts recommended or implemented by other jurisdictions, including:

- the City of Los Angeles;
- the City and County of San Francisco;
- the States of Texas, Georgia, and Florida;
- the Federal Government; and
- perspectives from the private sector.

III. Analyze prior reform efforts within Los Angeles County to modernize, update or modify personnel practices and civil service requirements, and assess the results of these efforts by:

- compiling prior and current studies;
- reviewing civil service legislation and changes to regulations;
- listing and grouping prior recommendations;
- determining the current status (implemented, underway, no action) of prior recommendations; and
- assessing which recommendations continue to warrant action.

As part of that process, the Task Force will identify areas that can be addressed by independent management (CEO or Board) action, compared to those that require a "meet and confer" process or collective bargaining prior to implementation, or that require ordinance changes, or that might require charter changes.

STUDY COMPLETION

The study is targeted for completion in December 2010.